

Clear strategic priorities



Committed to deliver a better future



Be the safest operator with leading **ESG performance**



Cultivate a **robust portfolio** positioned for further growth



Drive **operational excellence** across our portfolio



Be the **partner of choice** in everything we do



Foster a **high-performing organisation**

Material Topics



Pathway to net zero Responsible resource use

ENVIRONMENTAL

- GHG emissions
- Energy
- Climate change risk
- Air emissions (non-GHG)
- Biodiversity
- Waste
- Water and effluents



Safest operator High performing organisation Local value creation

SOCIAL

- Occupational health & safety
- Asset integrity
- Employment practices
- Diversity, equality and inclusion
- Training and education
- Procurement practices
- Community engagement
- Economic impacts



Responsibility, integrity and transparency

GOVERNANCE

- Corporate governance
- Responsible business conduct
- Compliance
- Stakeholder engagement



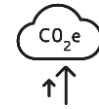
Optimizing the supply chain



Strengthening supplier relationships



Significant weight to ESG factors when selecting suppliers:



GHG emission reduction



Energy Efficiency



Increased use of renewable energy



Local value creation



Employment practices



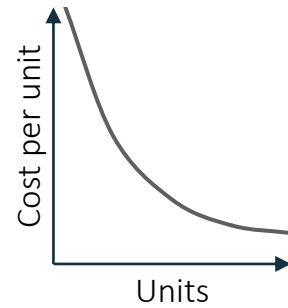
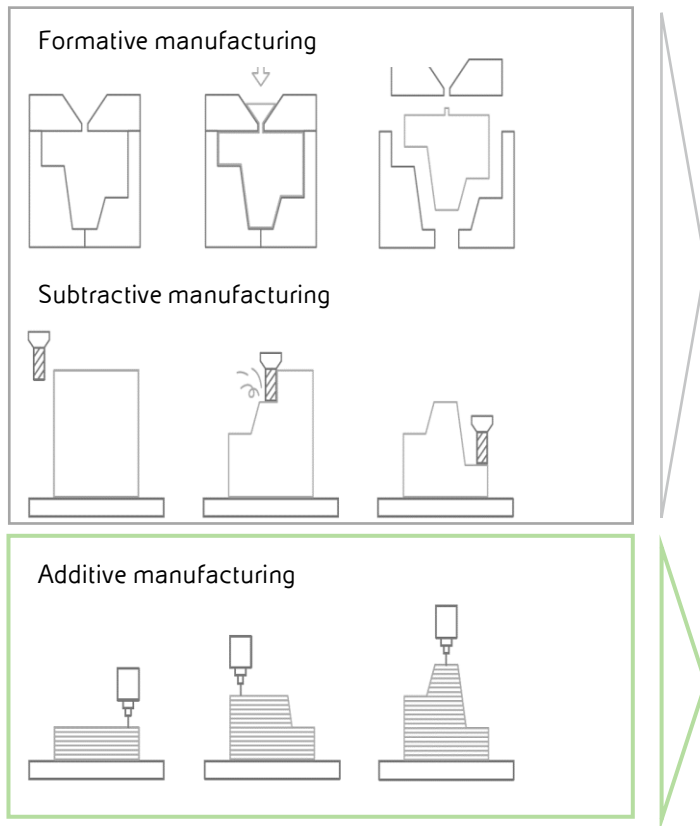
Waste reduction and circularity



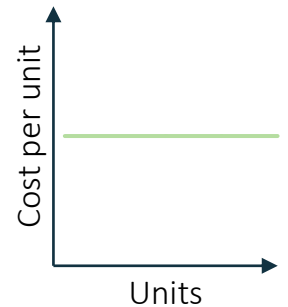
Innovation, Technology and Digitalization

Additive manufacturing is a process of creation components by adding layers of material on top of each other, and which opens the door for several benefits

WHAT IS ADDITIVE MANUFACTURING?



Due to economies of scale, unit cost decreases as volume increases



Print on demand and allows the user to design for function rather than for manufacture



Additive Manufacturing, commonly known as 3D printing, enables economically viable "one-offs" and mass customization.

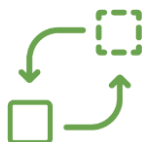
In practice, additive manufacturing is unlocking benefits related to our operational excellence, working capital, carbon footprint and safety



LEAD TIMES REDUCTION



REDUCED CO2 EMISSIONS



REPLACEMENT OF OBSOLETE PARTS



LOCAL VALUE CREATION



IMPROVED FUNCTIONALITY



REDUCE INVENTORY LEVELS

Additive Manufacturing (AM) is an end-to-end industrial production methodology that is challenging traditional manufacturing and enabling new ways of working

High-level process

Design and model

Create a digital 3D model of the object to be printed,



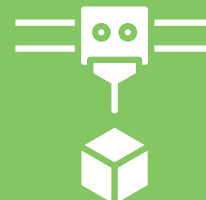
Material selection

Review and select material to support technical and operational requirements



Build component layer-by-layer

Adding layer-by-layer to build the component, typically 3D printing



Post-processing, testing and certification

Painting, coating and other finishing, and certification of final products



We are engaging in several activities to explore the benefits of additive manufacturing at Vår Energi, and we see engagement with the business as crucial to make this possible

1. INVENTORY OPTIMIZATION

We have the ambition to reduce inventory where additive manufacturing will contribute to reach this goal

2. USE CASE QUALIFICATION AND PILOTS

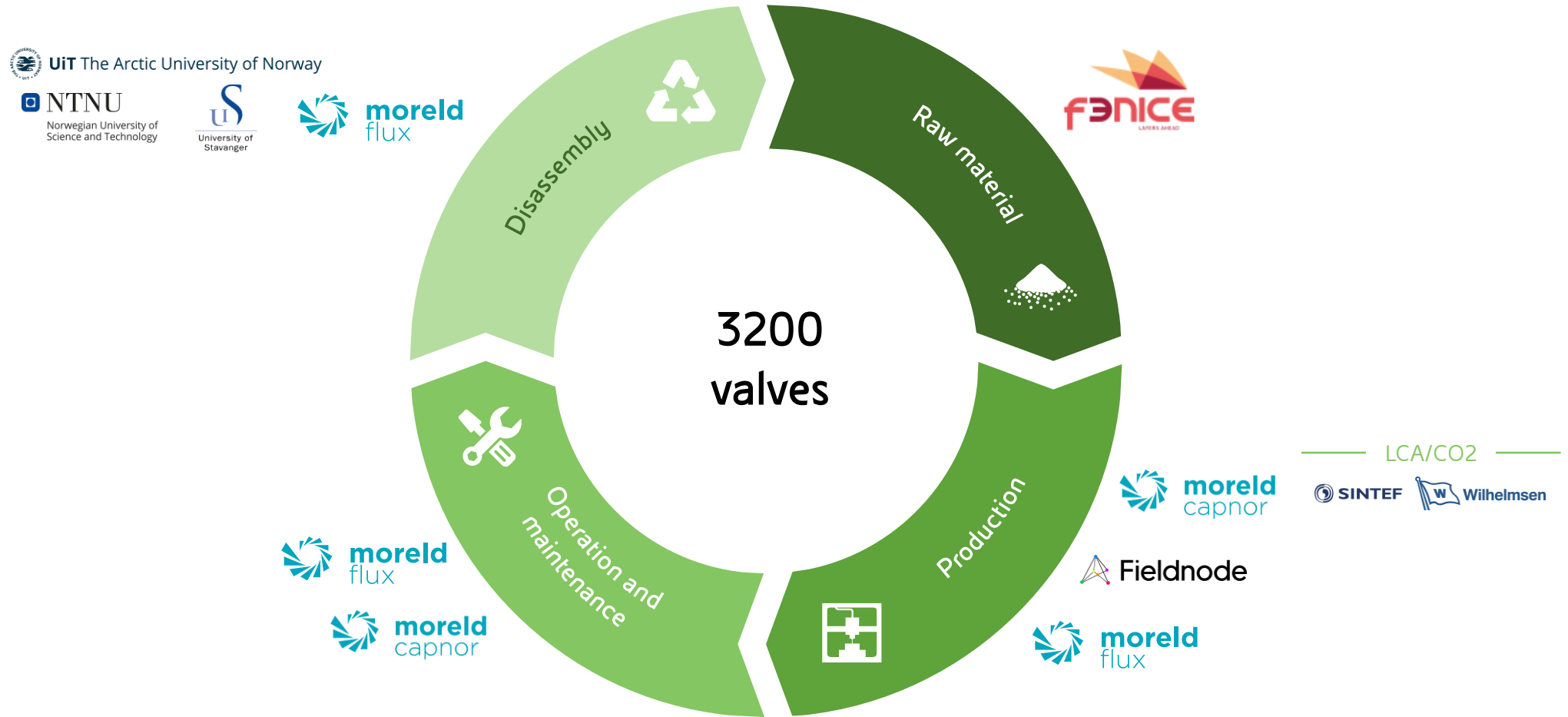
Identify, qualify, develop and scale pilots in close collaboration with internal and external stakeholders including operations, inventory, legal and finance

3. PARTNERSHIPS

Engage with industry collaborators, suppliers and even competitors to jointly develop the AM ecosystem

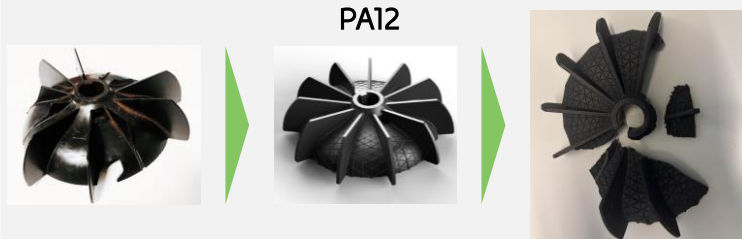


The collaboration with selected partners in the valve pilot is already allowing us reap the benefits of circular business models through additive manufacturing



The pilots we are running showcase the wide applicability of additive manufacturing across operations 1/2

PILOT | MOTOR FAN 1 - OBSOLETE MOTOR + FAN (1.PILOT)



PILOT | MOTOR FAN 1 - OBSOLETE MOTOR + FAN QUALIFICATION OF 1. PILOT



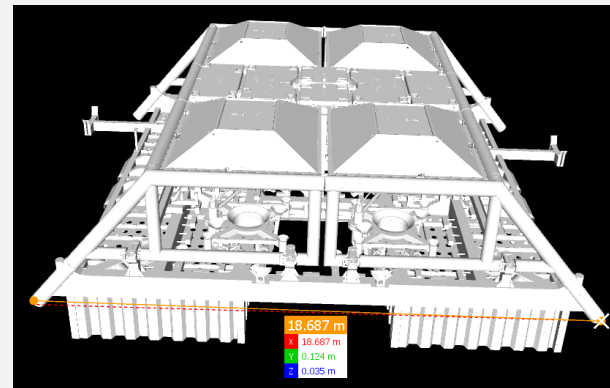
PILOT | MOTOR FAN 2 - FAN FOR MOTOR BALDER FW: NOBA-WO10112798



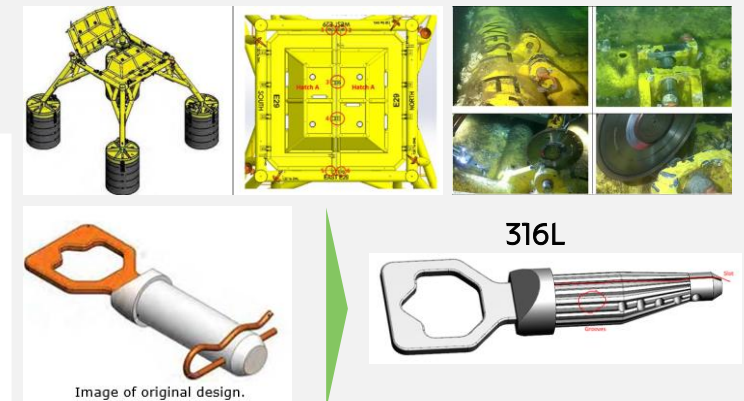
PILOT | VALVE WHEEL



PILOT | PROTOTYPE MULTI FLOW

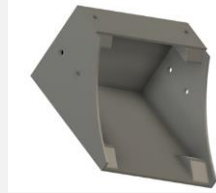
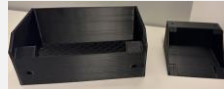


PILOT | SUBSEA PINS



The pilots we are running showcase the wide applicability of additive manufacturing across operations 2/2

PILOT | STOPPER FOR TURRET WHEEL (SCALE UP)



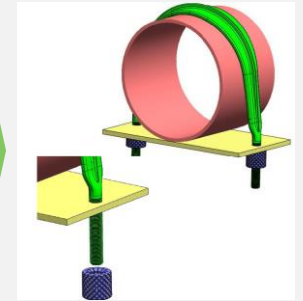
Ultem9085

PILOT | PIPE SUPPORTS V1

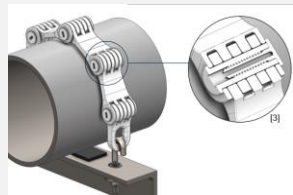


Stopped before detail design, issues with corrosion

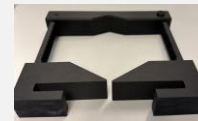
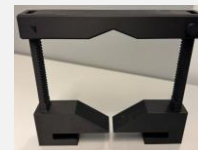
PILOT | PIPE SUPPORT V2



PILOT | PIPE SUPPORT V3



PILOT | PIPE SUPPORT V4



Stopped after design

PILOT | CAGE ON CHOKE VALVE BALDER





Scaling additive manufacturing comes with a few challenges to solve as well...

... but collaboration remains a crucial aspect to address these

How should we identify new use cases?

How should dormant stock be booked when sold for scrapping

Should we retain IP rights or not?

How should we record this in SAP?

How will this impact unit costs?

How can we properly assess the carbon footprint reduction?

... and many more....

Thank you

